

Apply project risk management techniques

Templates

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Stakeholder Analysis Template

Project Name: Destination Gold Coast				
Prepared by: Anya English				
Date: 13/12/23				
Project Stakeholder	Specific Information Needs	Best Source of Information Needed	Planned Method of Delivery	Timing Considerations
Project Manager	- Scope of work - Project plans - Project specification	- Printed copies of work/ plans/specs.	- Deliverables driver	- Delivery times - Crane times - Project times
Customer #1 Client	- Invoicing - Contract	- emails - Aconex	- via the web	- When contract is approved - Invoicing.
Customer #2	N/A	N/A	N/A	N/A
Customer #3	N/A	N/A	N/A	N/A
Performing Organisation	N/A	N/A	N/A	N/A
Project Team Members	- Invoices, Progress claims - Hour Breakdown	- Emailed - Saved onto one drive - Printed versions	- deliverables drive - via the web	- Project delays
Sponsor	N/A	N/A	N/A	N/A
Senior Executive Director	- budgeting / Money made	- In person	- In person	- How long it takes to work.
Other Internal Stakeholders employees	- Work to be done - Site info	- When I work app - Whatsapp	- via the web	- How long it takes to do the work
Other External Stakeholders N/A	N/A	N/A	N/A	N/A

Communications Plan Template

Project Name: Destination Gold coast stage 2						
Prepared by: Anya English						
Date: 13/12/23						
Key Stakeholders (Distribution Schedule)	Stakeholder Issues	Key Messages to Communicate	Communication Methods to be Used (written, one-on-one, electronic, meetings, etc.)	Description of Specific Communications (content, format, level of detail, etc.)	Timing Issues (see also Bar Chart, Project Schedule)	Other
Client	Payment Method	any charges / payments	emails Aconex	Professional	Payment disputes	N/A
Senior Management	Signed Contract	Contract Information	Aconex meetings	meetings - formal when necessary	- Signed contract - Payment disputes	N/A
Sponsor	When arisen	problems when arisen	emails	Formal / Professional	N/A	N/A
Project team members	Payment Method	payment / invoices	Aconex meetings	Formal / Professional	→ contract signed	N/A
Employees	Working	works / hours / Roster	Whatsapp email / text / phone	casual	→ Where site located. Rostering	N/A
Subcontractors	Works to Hour Breakdown	Works to be done / Works	Aconex	Formal	Labour force	N/A
Suppliers	Availability	availability deliveries	email / phone	formal	Supply availability	N/A
Unions	Workers fair work	allowances, RDOs, Marching Workers	email	Formal	- Safety / Compliance issues	N/A
Government Agencies	Signed Contract	Contract	email	Professional	N/A	N/A
News Media	photos of completed works	completed works	LinkedIn	Professional	N/A	N/A
Community	N/A	N/A	N/A	N/A	N/A	N/A
Other	N/A	N/A	N/A	N/A	N/A	N/A

Communication Requirements Analysis Worksheet

Project Name: <u>Destination Gold coast stage 2</u>				
Prepared by: <u>Anya English</u>				
Date: <u>13/12/23</u>				
General Area of Communication Need	Information Needed, and for Whom?	Optimum Information Format(s)	How is this communication essential to success of project?	Decision to implement Yes/No
Project Organisation Relationships	N/A	N/A	N/A	N/A
Stakeholder Responsibility Relationships	How they will supply, if they can supply. Project size.	In person. meeting	ensure that we have enough gear to supply complete the project	yes
Sponsor Relationships	N/A	N/A	N/A	N/A
Senior Executive Relationships	Meetings with clients to keep work	In person Professional lunch/dinners	To ensure a good relationship is remained.	yes
Disciplines, Departments, Specialties, etc.	Have the correct tickets to complete job for HR + PM	Saved on server + HiTi on track	ensure we have the correct labour supply to complete project.	yes
Logistics of Project Staffing by Location	Rostering for employees.	Definitiv	To ensure we have enough people to complete work	yes
External: Media	work completed, the way we work, company values - to LinkedIn	LinkedIn formal.	Get a relationship with builder, get known to other workers / company	yes.
External: Community	Type of work. Safe work procedures	Social media Professional	to ensure that we are prioritising safety and processes	NO
External: Government, Regulatory Agencies	Contracts - signed - work safe procedures - Bracing evidence	Professional	Ensure we don't get fined / get a bad name. client remains happy. No disputes	yes
Other	N/A	N/A	N/A	N/A

Contract Change Control System Checklist and Worksheet

Project Name: Destination Gold Coast stage 2		
Prepared by: Anya English		
Date: 13/12/23		
Determine those responsible for approving or rejecting proposed contract changes: Be sure to provide for appropriate review of all changes. Director in charge and Site manager		
Define any types of changes qualifying for automatic approval without review: Removal of priced contract items.		
Define steps by which contracts may be changed, including:		
Paperwork Old versions archived. New versions saved, dated and named correctly. i.e. v2 contract 231115		
Tracking systems versions saved. old versions archived. Name of version stated on document name / dated informat (24/11/23)		
Dispute resolution procedures All dispute correspondence to be saved onto the dispute folder - onedrive. Depending on dispute, works to stop until payment made / dispute resolved. Everything documented		
Approval levels required Site manager approval and then director approval.		
Describe how contract changes will be integrated with the project's integrated change control system:		
Additional Remarks: N/A.		
Submitted	Name/Title: Anya English	Date: 15/12/23
Approval	Name/Title: Gavin Keefe	Date: 16/12/23

Contract Performance Report Template

Project Name: Destination Gold coast Stage 2		
Prepared by: Anya English		
Date: 13/12/23		
Status of Vendor Performance, relative to project/contract objectives:		
Scope (On Scope? If not, how serious) → Scope items have been removed (\$50,000) → over \$1000 000 in variations.		
Schedule (On schedule? Ahead or behind by how much, etc.) 6 months behind schedule. Rain, union delays have affected this + Covid19.		
Cost (On budget? Under or over by how much, etc.) → \$950 000 over budget.		
Quality That the variations remain compliant of work		
Progress Report (What is completed, what is in process, key changes made, etc.): Perimeter scaffold is complete + all accesses. Handrail in tower levels are still up / getting put up. More handrail put into the contract.		
Forecasting (Estimate of future project status and progress): Hopefully another 8 months. On track, no more variations, all contract works now.		
Other Issues or Comments: Client is making it difficult to process variation quotes. Working back on rates.		
Submitted	Name/Title: Anya English	Date: 13/12/23
Approved	Name/Title: Gavin Keefe	Date: 15/12/23

Generic Change Request Template

Project Name: <u>Destination Gold coast Stage 2</u>		
Prepared by: <u>Anya English</u>		
Date: <u>13/12/23</u>		
Person(s) Requesting Change: <u>Project site manager</u>		
Change Number: <u>001</u>		
Type of Change Requested: <u>Contract Scope</u>		
☒ Project Scope Change	☐ Project Budget Change	☐ Project Schedule Change
☐ Project Procurement/Contract Change	☐ Other (specify)	
Detailed Description of Change: <u>Remove all handrail on tower levels - close edge. will be permanent handrails instead.</u>		
Reason for Change Requested: <u>permanent</u> <u>There will now be permanent handrails instead of temporary.</u>		
Effect on Project Cost: <u>\$60 000</u>		
☐ Projected Cost Overrun of approximately: <u>46.2</u> %		
☐ Estimated Cost Reduction of approximately: %		
Effect on Schedule:		
☐ Planned Project Completion Date: <u>12/11/23</u>		
☐ New Project Completion Date: <u>12/11/23</u>		
Additional Remarks:		
Approval	Project Manager: <u>Cher Martin</u>	Date: <u>13/12/23</u>
Approval	(Other): <u>Anya English</u>	Date: <u>13/12/23</u>

Lessons Learned Documentation Template

Project Name: Destination Gold coast stage 2					
Prepared by: Anya English					
Date: 13/12/23					
Lesson Learned Number: 001					
Lesson Learned Proposed Name: Variation Quotations					
Project Team Role: Contracts / Invoicing					
Process Group:*	☒ Initiating	☐ Planning	☐ Executing	☐ Controlling	☐ Closing
Specific Project Management Process Being Used: Invoicing Progress claim					
Specific Practice, Tool or Technique Being Used: Excel Spreadsheet progress claim					
What was the action undertaken? Variation submitted with breakdown.					
What was the result? client not happy with rates					
What might have been a more preferred result? Giving them a call about their issues					
What might have created the more preferred result? a phone call					
What is the specific Lesson Learned? A relationship with client gains trust					
How could one identify a similar situation in the future? Instead of emailing, have a meeting					
What behaviour is recommended for the future? polite / professional					
Where and how can this knowledge be used later in this current project? When submitting vari's					
Where and how can this knowledge be used in a future project? Submitting tenders / vari's					
Who should be informed about this Lesson Learned: (check one)					
☐	Executive(s)	☒	Project Manager(s)	☒	Project Team(s)
☐	Other:				
How should this Lesson Learned be disseminated? (check all that apply)					
☒	e-mail	☐	Intranet/Web site	☐	Tip Sheet/FAQ
☒	Other: staff management meeting - monthly.				
Have you attached reference(s), example(s) and/or additional material(s)?				☒	ye
				☐	no
Name(s) of attachment(s):					
1. Screenshot of Aconex with Client.					
2.					

Project Change Control System Development Checklist and Worksheet

Project Name: Destination Gold Coast Stage 2
Prepared by: Anya English
Date: 13/12/23
Determine those responsible for approving or rejecting proposed project changes: <i>Be sure to provide for appropriate review of all changes.</i> Director in charge of Project - Steve O'Brien Site manager of Project - Chev Martin
Define Roles and Responsibilities of approving person or body: Site manager - over sees project, ensures running correctly, ensures payment / relationship, and work disputes
Get key stakeholder agreement on roles and responsibilities (list stakeholders): Employees, Suppliers client
Define any types of changes qualifying for automatic approval without review: Transport when urgent and Teamtransport not available
Define steps by which contracts may be changed, including:
Paperwork - Saved onto onedrive under correct version number + date revised / signed.
Tracking Systems - All tracked on specific whatsapp.
Dispute Resolution procedures - All documented into dispute folder under that specific project.
Approval levels required - Approval from site manager, safety manager and director
Describe how contract changes will be integrated with the project's integrated change control system:

Project Change Request Tracking Report

Project Name: <u>Destination Gold coast stage 2</u>				
Prepared by: <u>Anya English</u>				
Date: <u>13/12/23</u>				
Project Manager: <u>Chev martin</u>				
Project Change Request Administrator: <u>Anya English</u>				
Change Number	Change Name	Change Requestor	Status of Change	Comments
004	change in the handrail Lm rate/ way its charge + tracked	Contracts Admin from client end	Pending	1. from \$1.20 HSS sundries to base rate of \$75 per (m) 2. Need to agree before payment is made.
005	No Day labour only quoted labour	Client end Project manager	Approved	1. pay labour only for delays over 2 hours 2.
				1. 2.
				1. 2.
				1. 2.

Project Status Review Meeting Guideline Sheet

Project Name: Destination Gold coast stage 2		
Prepared by: Anya English		
Date: 13/12/23		
Meeting Participants: Anya, Chev, MG, Rik, Mich.		
Date of Meeting: 13/12/23		
Status of Project Work to Date, Including Progress Reported This Period:		
Perimeter up to level 7. Bracing not adequate.		
Special Problems or Issues to be Addressed:		
Issue:	Who Will Address:	
Bracing-not being handed over properly when being modified	Mich Chev	
Plans For Next Period:		
→ Bracing to be handed over everytime modified.		
Other Notes and Concerns:		
W/A		
Status Report Forwarded to:		
Name: Chev	Title: Site manager	Date: 13/12
Name: Mich	Title: Safety manager	Date: 13/12
Name: MG	Title: HR.	Date: 13/12

Project Risk Prioritisation Worksheet/Template

Project Name: Destination Gold coast stage 2
Prepared by: Anya English
Date: 13/12/23

By Rank:

Identified Risk	Low Risk (Check ✓)	Medium Risk (Check ✓)	High Risk (Check ✓)	Work Breakdown Structure Level
Not enough Supply of transport			x ✓	02 - outcome of project impact.
Client not paying Invoices because of disputes		x ✓		01 - Project goal (money) impacted
loosing relationship with client for future Projects		x ✓		02 - outcome of project impact
Not enough Supply of Hire / scaffold	x ✓			02 - outcome of project impact

01 - Project goal impacted

02 - outcome impacted

03 - output impacted

04 - Activity impacted

By Required Response:

Identified Risk	Can Be Handled Later (specify planned response)	Requires Immediate Response! (specify planned actions and who is assigned responsibility)
Client not paying invoices because of dispute	Needs to be sorted out before next payment is issued (30 days)	Needs to be sorted out before next payment is issued (30 days) → Anya → cherv → Steve
loosing relationship with client for future projects	after dispute is resolved.	
Not enough supply of hire	Meeting with Smartscalf to discuss the project requirements	

By Area of Expected Impact:

Area of Impact	Identified Risks affecting this area	Level of Risk: High, Medium, Low	Basis for High-Risk Assessments
Cost	Payments	High	Not getting paid.
Schedule	N/A	N/A	N/A
Functionality	N/A	N/A	N/A
Quality	Compliance	Medium	if have to use different scaffold

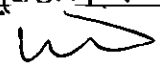
Project Risk Categorisation Worksheet

Project Name: Destination Gold coast Stage 2
Prepared by: Anya English
Date: 13/12/23
<i>NOTE: List all identified project risks within each category. Retain this information for reference throughout the risk management process:</i>
Technical, quality, or performance risks—such as reliance on unproven or complex technology, unrealistic performance goals, changes to the technology used or to industry standards during the project. changing over to personal software – lose data, loss of time trying to manage teach site guys.
Project-management risks—such as poor allocation of time and resources, inadequate quality of the project plan, poor use of project management disciplines. Hour breakdown of scope for leading hand. → Not enough / too much allocation to certain tasks, inaccurate judge of if we are making money.
Organisational risks—such as cost, time, and scope objectives that are internally inconsistent, lack of prioritisation of projects, inadequacy or interruption of funding, and resource conflicts with other projects in the organisation. → Scope breakdown; not enough allocation during the basement levels.
External risks—such as shifting legal or regulatory environment, labour issues, changing owner priorities, country risk, and weather. Force majeure risks such as earthquakes, floods, and civil unrest generally require disaster recovery actions rather than risk management. Covid19 – another wave Flu season – lack of labour Wet season – rain delays

Project Risk Review Matrix

Project Name: Destination Gold coast stage 2				
Prepared by: Anya English				
Date: 13/12/23				
Meeting Date: 14/12/23				
Purpose of Meeting: Bracing - inadequate				
CHANGES IN RISK FACTORS: Notes				
Identified Risk	Changes in Probability Of Occurrence	Changes in Priority	Changes in Ownership/ Responsibility	Changes in Needed Response
Covid19 - another wave	Not a major risk - not cold season, Govern. regulations	Not a priority	N/A	No response required.
Wet Season	is a major risk considering predicted rain	it is a priority but cannot change outcome	N/A	Need to allocate work accordingly.
Bracing - Handover	very often	this is priority after 3rd issue of warning.	leading hands responsibility	Handover document changed
Additional Notes/Comments/Agreements/Next Steps:				

Project Change Request Template

Project Name: Destination Gold coast stage 2		
Prepared by: Anya English		
Date: 13/12/23		
Changes are being made to the following:		
☐ Project Charter	☐ Project Management Approach	
☐ Scope Statement	☐ Work Breakdown Structure	
☐ Performance Measurement Baselines	☐ Major Milestones and Target Dates	
☐ Key Staff	☐ Risk Management Plan	
☐ Scope Management Plan	☐ Schedule Management Plan	
☐ Cost Management Plan	☐ Quality Management Plan	
☒ Staffing Management Plan	☒ Communications Management Plan	
☐ Risk Response Plan	☐ Procurement Management Plan	
Changes to Supporting Detail? (explain): Communication from whatsapp to Aconex and Teams. Chev no longer leading hand now project manager. Carl now in charge		
Description of Changes being made: 1. Changing from whatsapp to Aconex and teams <i>Risk Issues Prompting Changes:</i> missing data <i>Corrective Action:</i> Ensure whatsapp is still active to find info if need. then to help Carl to ensure work is not missed.		
2. Chev no longer leading hand. Project manager. LH is Carl <i>Risk Issues Prompting Changes:</i> Missed works / Carl changing process <i>Corrective Action:</i> Train Carl correctly. keep Chev involved until Carl is up to date.		
3. <i>Risk Issues Prompting Changes:</i> <i>Corrective Action:</i>		
Stakeholders being notified: Steve, chev, Gav, MA.		
Name/Title: chev-PM	Signature: 	Date: 18/12/23
Name/Title: Anya-CA	Signature: 	Date: 18/12/23

Rating Impacts for a Risk

Project Name: Destination Gold coast Stage 2					
Prepared by: Anya English					
Date: 15/12/23					
Evaluating Impact of a Risk on Major Project Objectives (ordinal scale or cardinal, non-linear scale)					
Project Objective	Very Low .05	Low .1	Moderate .2	High .4	Very High .8
Cost	Insignificant Cost Increase	<5% Cost Increase	5–10% Cost Increase	10–20% Cost Increase	>20% Cost Increase
Schedule	Insignificant Schedule Slippage	Schedule Slippage <5%	Overall Project Slippage 5–10%	Overall Project Slippage 10–20%	Overall Project Schedule Slips >20%
Scope	Scope Decrease Barely Noticeable	Minor Areas of Scope Are Affected	Major Areas of Scope Are Affected	Scope Reduction Unacceptable to the Client	Project End Item Is Effectively Useless
Quality	Quality Degradation Barely Noticeable	Only Very Demanding Applications Are Affected	Quality Reduction Requires Client Approval	Quality Reduction Unacceptable to the Client	Project End Item Is Effectively Unusable

The impacts on project objectives can be assessed on a scale from Very Low to Very High or on a numerical scale. The numerical (cardinal) scale shown here is non-linear, indicating that the organization wishes specifically to avoid risks with high and very-high impact.

Risk Brainstorming Session Worksheet

Project Name: Destination Gold coast stage 2				
Prepared by: Anya English				
Date: 15/12/23				
Session Facilitator: chev				
Title/Position: Project Manager				
Participating Group: MG, Mich, Steve, Anya, chev.				
Location: Head office - Cogent Scaffolding Banyo.				
Identified Risk	Probability of Occurrence	Potential Impact	Proposed Actions	Identified by Whom?
lack of man hours	Moderate	cost	Ensure men move to full time recurring add.	MG.
Rain delays	Very high	cost + scope	Ensure checking weather prediction before rostering	Anya.
Union delays	high	schedule cost	nothing to be done	Mich.

Risk Identification – SWOT Analysis

Project Name: Destination Gold Coast stage 2.
Prepared by: Anya English
Date: 15/12/23
Project Manager: Chev.
SWOT Analysis Facilitator: MG.
SWOT Analysis Participants: chev, MG, Anya, Steve, Grau, Mich.
SWOT Analysis Recorder: Anya.
Date of SWOT Analysis: 15/12/23
Project Strengths: (What potential strengths exist about the project, the project team, the sponsor, the organisation structure, the client, the project schedule, the project budget, the product of the project, etc.?) 1. Relationship with client. 2. Breakdown of hours = good target. 3. 4. 5.
Project Weaknesses: (What potential weaknesses exist about the project, the project team, the sponsor, the organisation structure, the client, the project schedule, the project budget, the product of the project, etc.?) 1. Priced cheaply due to win job. 2. lots of variations - loose relationship with client. 3. Project budget low 4. 5.

Project Opportunities: (What potential opportunities exist in regard to achieving the project requirements, the product requirements, the project schedule, the project resources, the project quality, etc.?)

1. lots of variations
2. New leading hand - to teach better
- 3.
- 4.
- 5.

Project Threats: (What potential threats exist in regard to achieving the project requirements, the product requirements, the project schedule, the project resources, the project quality, etc.?)

1. another scaffolding company on site.
2. Wet weather
3. union
- 4.
- 5.

Risk Management Plan Template

Project Name:	Quay Water Front
Prepared by:	Anya English
Date:	16/11/23
Description of Risk Management Methodology to be Used:	
Approaches	Consultation, assessing the risk, regular review
Tools	HSE-PRO-002-V1 risk management and assessment procedure
Data Sources	- incidents on site - whatsapp - leading hands - HSR - site visits
Roles and Responsibilities:	
Leading hand HSR	Mick - safety manager
Risk Management Action #1: Incident report - slip	
Team Leader	→ instant incident report. Told appropriate personal. instant inspection
Team Members	- Site inspection
Support	- work cover - union - HSR - Rehab workers

Risk Management Action #2:	Progress claim
Team Leader	ensure that Progress claim matches the work completed on site
Team Members	Ensure docketts are up to date with accurate information
Support	whatsapp Procore
[Add sections as needed]	
Budget:	Meet The labour hours on the Progress claim
Timing: (Describe how risk management will relate to the project life cycle, and at what points it will be reviewed during the execution of the project)	
Any disputes with progress claims may delay Payment, resulting in works stopping.	

Risk Response Plan Template

Project Name: Quay waterfront Newstead
Prepared by: Anya English
Date: 16/11/23
Description of Risk Identified: Not enough availability for transporting gear to site.
Person(s) Responsible: Anya, Mich, Gav, Dan
Results from Risk Analysis: A back up transport company is hired, and employee that is Cogent specific transport / truck. 4T
Agreed Responses (avoidance, transference, mitigation, acceptance):
Response #1 A new employee is a good idea. Maybe a scaffolder that we trust that wants to come off the tools.
Response #2 Make an agreement with first transport company
Response #3
Residual Risk Level: Medium
Action Steps: Meeting with new transport company.
Budget & Time for Response: \$extra \$20 an hour. No fuel levy. ASAP.
Contingency/Fallback Plans: Hire cogent worker.

Schedule Change Control System Development Checklist and Worksheet

Project Name:	Quay waterfront Newstead
Prepared by:	Anya English
Date:	16/11/23
Determine those responsible for approving or rejecting proposed schedule changes: <i>Be sure to provide for appropriate review of all changes.</i> Gavin keeffe - Mich Stewart → for a week or less Dan O'Brien → week or more leading hand - 1hr or less	
Define categories of schedule changes qualifying for automatic approval without review: Leading hand - 1hr/less. Crane delays	
Describe how schedule change control will be integrated with the integrated change control system: into procore - Site diary	
Define steps by which schedule documents may be changed, including:	
Paperwork	documented on leading hands end
Tracking Systems	Procore - site diary, whatsapp updates
Dispute Resolution Procedures	Site diary Procore
Approval Levels Required	When directors get involved

Schedule Change Request Template

Project Name: Quay Waterfront Newstead		
Prepared by: Anya English		
Date: 16/11/23		
Person(s) Requesting Change: Procurement Team		
Change Number: CR010		
Detailed Description of Schedule Change: change transport supplier.		
Reason for Schedule Change Requested: Transport company not meeting scheduled times / unreliable.		
Effect on Project Cost: \$5 extra per hour of transport.		
☐ Projected Cost Overrun of approximately: % N/A		
☐ Estimated Cost Reduction of approximately: % N/A		
Overall Effect on Schedule:		
☐ Planned Project Completion Date: 15/11/24		
☐ New Project Completion Date: 15/11/24		
Additional Remarks: We will add a cogent specific driver to add to fixing / minimising the risk.		
Approval	Project Manager: Gavin	Date: 16/11/23
Approval	(Other): Dan	Date: 16/11/23

Workaround Planning Worksheet

Project Name: <u>Destination Gold coast stage 2</u>
Prepared by: <u>Anya English</u>
Date: <u>15/12/23</u>
Description of Emerging Risk Identified: <u>Lack of labour force.</u>
Person(s) Responsible: <u>Anya</u>
Results from Risk Analysis (if applicable): <u>N/A.</u>
Description of Plan to Respond (avoidance, transference, mitigation, acceptance): <u>Refresh recruitment ads on social media. Ask current employees if they know anyone looking for work.</u>
Description of Residual Risk Level:
Action Steps: <u>→ Recruitment process.</u>
Budget & Time for Response: <u>No budget. Instant response time</u> <u>\$500 for media</u>
Contingency/Fallback Plans: <u>Talk to current workers to see if they know anyone. Recruitment agencies.</u> <u>Traineeship.</u>
Additional Notes: